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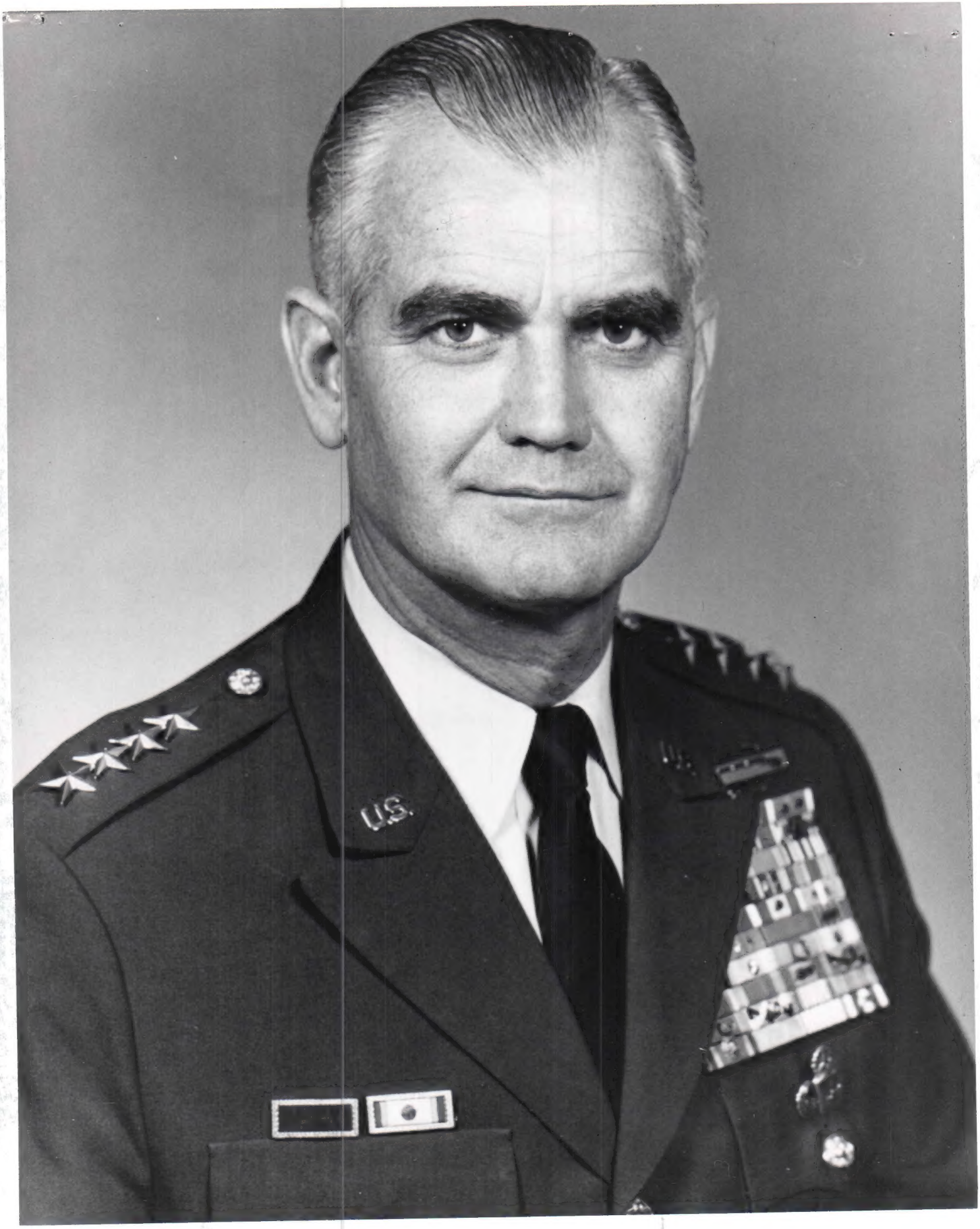
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U.S.

Major General Oscar Westover

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1935-1938

MAJ. GEN. OSCAR WESTOVER

MAJ. GEN. OSCAR WESTOVER, a graduate of West Point in 1906, served 10 years in the Infantry before transferring to the Signal Corps. He was a rated pilot in both airships (in 1922 he won the national elimination free balloon race) and airplanes. In the 20's, although now past 40, he continued to sharpen his pilot proficiency by attending the tactical and flight attack schools.

Throughout his career Oscar Westover drove himself unceasingly. In 1933 it was he who prepared the plan for aerial defense that two years later resulted in formation of the GHQ Air Force. There was irony in this development. On December 22, 1935, he took over as Chief of Air Corps. One of his first actions

1938-1946

GEN. HENRY H. ARNOLD

GENERAL of the Air Force Henry H. Arnold learned to fly in 1911 at the school operated by the Wright brothers. Over the next 40 years he lived and breathed and fought for the development of military aviation in the US. During the Mitchell court-martial in 1925, "Hap" Arnold fought, often openly, in defense of his idol and his ideas. After the trial he was exiled to Fort Riley, Kan., but he came back.

Twice he won the Mackay Trophy. In 1912, it was for a cross-country flight from College Park, Md. In 1934, it was for leading a flight of bombers from Washington to Alaska and return.

As Hap Arnold grew older, he concentrated on education or, as he preferred to say, "indoctrination" of the air power concept. Such tactics were less spectacular than frontal assaults upon entrenched thinking; they were more successful. George Marshall and Harry Hopkins were two who were indoctrinated. In 1939, by now Chief of the Air Corps, Arnold testified,

1946-1948

GEN. CARL SPAATZ

WITHIN two years of West Point and his 2d lieutenant's commission in the Infantry, Carl Spaatz learned to fly at the San Diego school of the Signal Corps and was serving in the 1st Aero Squadron on the Mexican border. The next year, 1917, he was overseas with the AEF, a training officer at the famed Air Service School at Issoudun. Later, in 1918, he was a pursuit pilot in the 2d Pursuit Group, and was credited with downing three Fokkers.

Always a doer, in peace as in war, "Tooey" Spaatz was a pilot's pilot. He commanded fighter groups; he commanded bomber groups. Endlessly, he studied tactics and schooled his pilots to perfection. In 1929, he commanded the *Question Mark* on a 150-hour nonstop, refueling record flight. The crude method

was to urge, unsuccessfully, that in order to achieve unity of control, Brig. Gen. Frank M. Andrews and the GHQ Air Force should be placed under the Chief of Air Corps.

Gen. Westover was plain-spoken. With the clouds of war darkening ominously, he saw American defense plans endangered by continued agitation for military aviation to be broken free from the Army. "Any measures to create a separate Air Department of the Government, or even a separate setup of aviation within the War Department, would at this time be a step backward," he told the Air Defense League in 1937. It is to be doubted whether Westover's opinion was enthusiastically accepted by other Air Corps officers; there is no doubt his views were respected. During 1937 and 1938, he seemed to be stepping up the pace of his already racing routine. Always piloting his own plane, he flew from one end of the country to the other. He visited Air Corps installations to assure himself that, within the skimpy appropriations available, our air defenses were being made ready. With equal frequency, he spoke publicly about the importance of air power.

On September 21, 1938, accompanied only by his crew chief, he came in for a landing alongside the Lockheed plant at Burbank, Calif. Something went wrong, and the plane crashed in flames, killing Gen. Westover and his passenger.

"With the expansion that is confronting the Air Corps now I would dislike very much for us to be thrown out on our own without any of the help and assistance we can get right now from the rest of the War Department." Seldom, at least outwardly, did he worry about the question Billy Mitchell had eternally asked—"Who the hell is going to run this thing anyway, and why?"

Instead, with remarkable clarity he recognized and stated the elements necessary to attainment of supremacy in the air. His classic definition: "Airpower includes a nation's ability to deliver cargo, people, destructive missiles and war-making potential through the air to a desired destination to accomplish a desired purpose. Airpower is not composed alone of the war-making components of aviation. It is the total aviation activity—civilian and military, commercial and private, potential as well as existing."

Perhaps the best summation of the role Gen. Arnold played in World War II is contained in the citation of the second Oak Leaf Cluster to his Distinguished Service Medal: "From concept to execution, Gen. Arnold's leadership guided the mightiest air force in history. No single factor of the great Allied victories was more vital than the destruction of the capacity of Germany and Japan to wage modern technological warfare. The long-range precision attacks of massed air power which accomplished this objective were the products of his genius. At the same time, Gen. Arnold directed the training and equipment of the US Tactical Air Force, so that when the great decisive three-dimensional battles of World War II were joined, his fighters and attack bombers were ready to sweep the skies of the enemy and deny him mobility on the surface. During the growth of the Air Army, Gen. Arnold constantly increased the effectiveness of its activities by imaginative conceptions concerning the application of air power to strategy and tactics and by the development of potent new weapons. . . ."

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he used to refuel spelled out possibilities that could be achieved in tactical use.

By 1940, Spaatz was Chief of Plans and then Chief of the Air Staff of the Air Corps. That year, he was in England during the Battle of Britain. Soon after Pearl Harbor, he headed the 8th Air Force and moved his command to the European Theater of Operations to prepare for the American bombing of Germany. In July, he was appointed Commanding General of the US Army Air Forces in the European Theater.

Throughout the war, he directed the hammer blows struck by increasingly potent assemblages of aircraft. He headed the 12th Air Force in North Africa and then the Northwest African Air Force. After Rommel's Afrika Korps had been driven out of North Africa, he became Deputy Commander of the Mediterranean Allied Air Forces, and then in 1944 returned to England to command the US Strategic Air Forces in Europe throughout the campaign that led to victory.

Following V-E day, he flew West to assume command of the US Strategic Air Forces in the Pacific, with headquarters on Guam. There he supervised the final strategic bombing of Japan by the B-29, including the two atomic bomb missions. He had earned the right to be present at all three signings of unconditional surrender, at Rheims, at Berlin and at Tokyo.

In February 1946, Gen. Spaatz was nominated to succeed another great air general as Commander of the Army Air Forces. In September 1947 he was chosen the first Chief of Staff of the new US Air Force.

Address by

GENERAL THOMAS D. WHITE
CHIEF OF STAFF, UNITED STATES AIR FORCE

to

The American Ordnance Association
New York City, New York

7 December 1960

The interest and support of the American Ordnance Association in scientific and industrial military preparedness is a most important contribution to our country's total defense effort. This is especially true in today's technological race when the Armed Forces must depend -- more than ever -- upon the skills, talent, ingenuity and cooperation of United States science, industry and labor. There can be no question that close partnership between all participants is a continuing requirement if this country is to possess the military strength it needs to survive as a free nation in a peaceful world.

On this day 19 years ago -- a day which I am certain none of us will ever forget -- strong United States military forces in the Pacific were crippled by a single swift and deadly air attack. We were caught by surprise at Pearl Harbor -- yet we managed to survive as a nation. Today, we know just as surely as day follows night that we can never again be caught flat-footed -- and survive.

In 1941, the Japanese war machinery started turning almost two weeks prior to their attack against us -- their fleet sailed toward Hawaii on the 26th of November that year -- with the final decision to initiate hostilities being made one week before the bombs were actually dropped. It was as if, while we were watching the Army-Navy football game two Saturdays ago, an enemy started to move his forces into position for an attack which was destined to take place today.

Modern weapons have introduced new elements into the formula for surprise. Instead of starting to move on the 26th of November, an enemy could -- by pushing a button about the time we started our dessert here this evening -- cause an attack upon our country as I stand here talking to you at this very moment. Surprise in the year 1960 is measured in minutes -- not days.

Nuclear weapons, then jet aircraft, and now ballistic missiles have necessitated a reassessment of our strategies and concepts to ensure our possession of the means to withstand a surprise attack and preferably to prevent it. In these evaluations, one thing has become abundantly clear -- despite new variables, the one constant factor is still the requirement

for dominant military force which can repel and decisively counter any blow against us -- regardless of circumstances. This means winning military strength -- strength which concomitantly provides the greatest hope that aggression against this nation -- or against our friends and allies -- will never take place.

To maintain a dominant military posture requires the simultaneous performance of two difficult and costly tasks. The first of these is to maintain forces in being, equipped with the most effective weapons that the resources of this nation can provide -- forces which are constantly on alert and ready to fight on a moment's notice. This is primarily the military's job and, as I address you now, men in uniform in all services are standing combat alert throughout the world. In the Air Force, personnel are scanning radar screens -- interceptor pilots are standing by in ready rooms -- and combat crews and missileers of the Strategic Air Command and our tactical air forces world-wide are ready with aircraft and missiles to launch immediate attacks deep into enemy territory. In the Army and Navy, likewise, men are standing watch at forward observation posts and at battle stations on and under the seas. All this to preclude the consequence of a nuclear age Pearl Harbor.

Our second task -- one which is perhaps more difficult -- is the prevention of a technological Pearl Harbor. This mission is truly national in scope because it involves practically every facet of American science, industry and labor, as well as the military. It features the pursuit of new and more effective combat and support systems to ensure the continued military dominance of this nation. In this way, we will provide the greatest insurance against technological as well as military surprise in the years ahead.

Two factors complicate this second task. First, is the extremely rapid rate at which modern technology is moving. Second, and closely associated with the first, are the increased costs inherent in the search for, and the development and procurement of, the combat and support systems we require. Astonishing technical advances in propulsion, materiel, electronics and communications have made possible performance considered beyond reach a few years ago. But the complexities associated with these advances have resulted in greatly increased costs -- which makes the choice between weapon systems extremely critical.

Since performance capabilities are changing more rapidly in the aerospace field than any other, the Air Force is constantly faced with tough decisions as to where priority should be placed. This, in turn, demands continuous appraisal of our combat and support systems, our force requirements and our training needs as measured against the threat.

Let's take a look at where we stand as of now. We have an all jet strategic bomber force which, with the help of a growing jet tanker fleet, provides the United States with a true global strike capability -- a far cry from the small B-17 force we possessed on December 7, 1941. Improved electronic counter-measures, effective positive control procedures, efficient nuclear weapons and the advent of air-launched missiles make this force -- the Strategic Air Command -- the most powerful fighting force on Earth. In numbers of aircraft, SAC is much smaller than it was in the days of the B-29's, the B-50's and the B-36's. But, our current force of B-47's, B-58's and B-52's packs a better wallop.

Our fighter capabilities likewise have improved. Today, almost all of our fighters, both offensive and defensive, fly faster than the speed of sound -- many of them capable of more than twice that speed. Our tactical fighters are capable of refueling in the air which gives them greater range, and thus permits their quick redeployment throughout the world in the event of emergency. Our interceptors carry the latest in air-to-air missiles -- some with nuclear warheads. Like the bombers, our fighters are fewer in number than they were a few years back, but they too possess greater combat potential than their predecessors.

The most astounding advances, of course, have occurred in the missile field. The greatest marshalling of men, money, materiels and scientific endeavor in American history -- dwarfing even the resources assembled for the Mahattan Project in World War II -- has gone into the Air Force's development of four ballistic missile systems: the intercontinental Atlas, Titan and Minuteman, and the intermediate range Thor -- and the results have been outstanding.

I think it is interesting to note that the larger proportion of the national investment and effort in these ballistic missile programs is not in the missiles themselves, but in what we refer to as the "ground environment" -- the construction of underground silos and their hardening as well as the complex net of maintenance and test equipment which supports these missiles.

Some idea of the vastness of the construction job -- which is being done for the Air Force by the Army Corps of Engineers -- can be gained from estimates that our currently approved ballistic missile programs will use enough structural steel to build 26 Empire State Buildings; enough concrete to build seven Pentagons; enough air conditioning for 29,000 six-room houses; enough paving material for 400 miles of two lane highways; and enough power to light up a city of 250,000 people.

Complementing our aircraft and ballistic missile efforts is the Air Force's quest for the capability to conduct sustained operations at extreme

altitudes above the Earth's surface. In this respect, we now are engaged in five major projects. Two of these are manned vehicle projects -- the other three are unmanned satellites.

The X-15 and the Dyna-Soar are the initial efforts to place man at speeds and altitudes never before achieved. Of equal importance, they are our first attempts to place him in this medium with the ability to maneuver -- a most important element in the manned aerospace operations of the future.

Of the three unmanned satellite systems to which I referred, two -- the Midas and Samos -- are particularly valuable as far as defense is concerned; their main purpose is to provide us with warning of an impending attack. The Midas, for example, will contain infrared detection devices designed to obtain the earliest possible warning of an ICBM attack against this country. The BMEWS, a ground based ballistic missile warning system -- one segment of which is now in operation -- should give us an average of 15 minutes warning of approaching missiles. Midas, however, will detect missiles just after launch -- while in the boost phase -- thus providing maximum warning. The two systems will complement each other and provide greater assurance of longer and more reliable missile warning.

The third unmanned system -- the Discoverer satellite -- is primarily designed to furnish us with advanced engineering data for the Midas and Samos and to develop biomedical recovery techniques -- pointed to our eventual goal of man in space. Recent successful recoveries of capsules released by orbiting Discoverer satellites are good examples of the exceptional progress we are making in this program.

In our search for more effective combat and support systems, the Air Force naturally must be concerned with uncovering and solving the myriad of infinitely complex problems which comprise aerospace technology. And, it is on this front that we are fighting a truly "hot" war today. The activities of one of our nation's most important aerospace research installations -- the Air Force's Arnold Engineering Development Center -- are typical of the urgency and scope of our efforts in this area. This contractor managed Center operates high altitude rocket test cells and high Mach tunnels with capabilities unmatched any place in the Free World. Its environmental laboratories offer us priceless assistance in developing present and future aerospace systems. In addition, the Arnold Center has ultrahigh altitude test cells which can fire solid and liquid propellant rockets having thrusts as high as 200,000 pounds under conditions simulating altitudes up through the critical zone of 130,000 feet where the vacuum is equivalent to 98.9 percent of that of space.

The Center also has supersonic and hypersonic tunnels in operation which test large or full-scale models under extreme conditions of simulated

flight. For example, Atlas and Titan nose cone reentry data were obtained in these facilities. Without the advanced equipment found at this Center, many phenomena of reentry and high altitude, high velocity flight would have remained undetected until actual flight tests had been attempted. As a result, the development costs of Atlas, Titan, Minuteman, the B-70, Agena B and Discoverer -- as well as other national programs such as Polaris, Saturn and Mercury -- are being reduced both in terms of money and from the standpoint of time. We are proud that the Center is presently supporting, or scheduled to support, major components of every top priority project of the Air Force, Army, Navy and NASA in which aerodynamic factors apply.

A great part of the effort at the Arnold Center and elsewhere in and out of the Air Force is devoted to the problems involved in manned aerospace operations. And here the question is sometimes raised as to why such research is necessary. Critics point out that we already have missiles which attain speeds of 16,000 miles per hour and altitudes hundreds of miles above the earth -- and in addition to this, we have various types of satellites under development which will have effective payloads in terms of warning equipment, communications and so on. My answer to this is quite simple. We must strive to conquer any so-called barriers to progress in manned flight, not because it is a challenge, but primarily because the key to the security of this Nation lies in aerospace and because manned vehicles will be needed to fulfill the total requirements for the combat aerospace force structure needed to guarantee this security. If we need any further verification of this, we have only to look to the East -- beyond the Iron Curtain -- and witness the tremendous effort being devoted within Soviet Russia to placing man in space. Thus, the Air Force is working on improved manned vehicles such as the X-15 and the B-70 at the same time that we develop more sophisticated ballistic missiles and study the application of satellites for military operations. The all-steel X-15, which has already made many successful test flights -- several with its new and powerful variable thrust rocket engine -- is designed to achieve altitudes of over 50 miles above the earth and speeds of more than 3,600 miles per hour. This research vehicle will furnish much valuable data for further development of advanced aerospace vehicles. The B-70, on the other hand, is a Mach 3 bomber designed to achieve altitudes on the order of 70,000 feet and ranges exceeding those of our present B-52's. In addition, we are working on airborne nuclear propulsion which, when perfected, will give us an aircraft of unmatched endurance.

While I am on the subject of future aircraft, I would like to turn for a moment to the question of the development of a supersonic aircraft for commercial use -- because some misunderstanding apparently exists on the position of the Air Force in this matter.

The Air Force has a very lively interest in a national program to develop a supersonic transport. In the first place, only through such a program can the United States maintain its overall leadership in aviation -- a

leadership which is mandatory if the Air Force is to continue to be preeminent in aerospace power. Second, although we cannot at this time justify the funding of a supersonic transport program on military grounds alone, we can see several interesting military applications for such an aircraft, and we would certainly make good use of it if it were made available through a national program.

It has long been our conviction that the development of a Mach 3 bomber such as the B-70 would open the door to higher speeds and performance by the civil aircraft of the future. This, however, should not be construed to mean that the Air Force feels that a national supersonic transport must be a derivative of the B-70. There is no doubt that the experience and knowledge gained in the B-70 program will reduce the total cost and effort of the supersonic commercial transport development program. Furthermore, unless the aircraft which is first developed under this program takes full advantage of the advanced technology of the B-70 in terms of speed and growth potential, it cannot, in my opinion, remain commercially competitive for very long. I feel that an economic Mach 3 transport is inevitable -- whether this country or some other develops it. It does not, however, necessarily follow -- and I want to make it very clear that we in the Air Force do not contend -- that the first of these commerical aircraft must be a modified B-70.

On the other hand, the Air Force has been working for some time with the Federal Aviation Agency and the National Aeronautics and Space Administration toward the formulation of a national program in the commercial supersonic air transport field. Should such a program be initiated, the Air Force stands ready, if called upon, to make available its existing capabilities and to contribute to this program in the area of development management or any other way it can. The beneficial effects on the national economy, and the aerospace industry in particular, fully warrant such a program. As a matter of fact, there is no alternative if we are to maintain our leadership, not only in commerical aviation -- but in military aerospace power as well.

The X-15, the B-70, the supersonic transport, missiles, satellites and probes toward other planets -- all of these are additional rungs in the ladder reaching ever upward in the sky. Nevertheless, our current ventures into this vast expanse are as meager as Columbus' first boat ride compared to his eventual discovery of a new world. Like that boat ride, however, our current efforts have opened a fascinating new challenge to further discovery and exploitation of the unknown. The difference lies in the fact that in pace with the challenge is a growing threat. As a result, pushing our capabilities skyward is more than a challenge -- it is an absolute requirement for national security.

Many paths are open to improved combat capabilities -- some leading to advanced aerospace weapons, others leading to more effective means of waging land and sea warfare. However, it is in the exploitation of advanced aerospace technology that we find our horizons truly unlimited. It is my deep conviction that if we continue to take advantage of the opportunities existing in the boundless operational arena above the Earth's surface, aerospace power's current role as a formidable deterrent to war could well be broadened to serve as the guardian of a permanent peace. This is the end objective to which the Air Force is dedicated -- and one to which I am sure the American Ordnance Association and its members will greatly contribute.

General Thomas D. White

Biography

United States Air Force

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BRIGADIER GENERAL ROBERT V. WOODS

Brigadier General Robert V. Woods is vice commander, Sacramento Air Logistics Center , Air Force Logistics Command, McClellan Air Force Base, Calif.

General Woods was born June 6, 1942, in Emporia, Kan. He received a bachelor of science degree in military science from the U.S. Air Force Academy in 1964 and a master's degree in urban sociology from the University of Northern Colorado in 1972. The general completed Squadron Officer School in 1970, Air Command and Staff College in 1972, Industrial College of the Armed Forces in 1974, and the National War College in 1983.

Upon graduation from the Air Force Academy, he was commissioned a second lieutenant in the Air Force. He completed undergraduate pilot training and received his pilot wings in August 1965 at Laughlin AFB, Texas. He was then assigned to Charleston AFB, S.C., where he flew C-130E and C-141A aircraft, and also served as aide to the wing commander.

The general transferred to the 39th Aerospace Rescue and Recovery Squadron, Tuy Hoa AB, Republic of Vietnam, in March 1969. While there he served as a rescue airborne mission commander and HC-130 pilot, and also as an assistant operations officer.

General Woods returned to the United States in March 1970 and was assigned to the U.S. Air Force Academy as an air officer commanding (AOC), Cadet Squadron 34. From October 1972 to July 1974 he served as aide to the commander, Headquarters Air Training Command, Randolph AFB, Texas. He was then assigned to Headquarters Air Force Logistics Command, Wright-Patterson AFB, Ohio, as executive officer and aide to the commander.

In August 1975 General Woods transferred to Headquarters U.S. Air Force, Washington, D.C., as aide to the vice chief of staff. In May 1976 he became chief of the Congressional Section, Personnel Plans Directorate, Office of the Deputy Chief of Staff, Personnel.

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(Current as of December 1990)

The general was assigned to Norton AFB, Calif., from May 1978 to August 1982. While there he served, first, as operations officer and, then as commander of the 15th Military Airlift Squadron. He later became assistant deputy commander for operations and, then, deputy commander for operations, 63rd Military Airlift Wing, at Norton.

After graduating from the National War College in June 1983, General Woods was assigned as vice commander of the 60th Military Airlift Wing, Travis AFB, Calif. He assumed command of the wing in February 1984. While at Travis, General Woods attended the National Defense University's Institute for Higher Defense Studies Capstone Course, graduating in May 1986.

In July 1986, General Woods was assigned to Scott AFB, Ill., as assistant deputy chief of staff for operations, Military Airlift Command. He assumed his present duties in August 1989.

General Woods is a command pilot with more than 6,300 flying hours. He has flown C-141, C-5, C-130E, F-111, HC-130H, HC-130P, T-39, C-21, C-12, T-41, HH-53, UH-1, T-37, and T-38 aircraft. His military decorations and awards include the Distinguished Service Medal, Legion of Merit, Distinguished Flying Cross, Meritorious Service Medal with two oak leaf clusters, Air Medal with eight oak leaf clusters, and Air Force Commendation Medal. He was awarded his Parachutist Badge in February 1987.

He assumed the rank of brigadier general June 24, 1986 with a date of rank of May 1, 1987.

General Woods is married to the former Wanda Vannoy of Pennington Gap, Va. They have one son, Steve.

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U.S.
WOODS

Brig Gen Robert V. Woods